

2 March 1976

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Intelligence Institute

SUBJECT : Course Report - Intelligence in World Affairs #5-76
26 January - 13 February 1976

1. Intelligence in World Affairs #5-76 ran for the three week period 26 January to 13 February 1976. There were no administrative or scheduling difficulties and based on evaluations and observations by the staff and the students, the stated objectives were achieved reasonably well. The flu epidemic took its toll during the course resulting in rather high absenteeism among class members, especially during the final week.

2. On the whole, this group appeared forward-looking and cautiously optimistic. Most likely in response to the arrival of a new DCI, and to current Legislative and Executive studies to modify and/or restructure the Intelligence Community, the class members expressed keen interest in the CIA's future. The majority sounded quite pleased with their personal progress, but a few individual grievances surfaced. For example, some students fear their jobs are vulnerable to any future reductions in force, and a few claimed that recruiters overstated career opportunities. One student voiced the concern that new recruits who satisfy higher academic standards will pass him by.

Composition of the Class

The group was fairly new in terms of Agency experience, with over half the class having joined the Agency in 1975, and was well-balanced as to Directorates. The more seasoned students included three officers of late from the clerical ranks, and two contract operations officers recently back from Vietnam. Despite the disparity in length of service, students demonstrated a common need for the substantive fundamentals that this course addresses. The wide range in grade status and age did not hinder student interaction. Indeed, at least half of the class members commented that they appreciated this heterogeneity.

Class statistics:

Enrolled: 37

Directorate: DDS&T - 12
DDA - 9
DDI - 8
DDO - 8

Average grade: GS-09.2 (ranging from GS-05 to GS-14)

Average age: 32 (ranging from 22 to 53)

Length of service: Average 2.9 years;
One year or less: 20
Between 2 and 5 years: 10
Between 6 and 9 years: 3
Over 10 years: 4

Program Innovations

1. The course was similar to the three previous ones in organization, substance, guest lecturers and in the instructional strategies utilized. We modified the standard procedure for each student to give a self-introduction by having the students pair off, share experiences, and then introduce each other. In addition, we extended the responsibility of introducing guest lecturers to selected class members. The ten students who participated said they appreciated both the opportunity to meet the senior officers and the public speaking experience. Due to adverse student reaction in recent runnings to the reporting sessions following the small group discussions, we eliminated all but one of these sessions from this running.

2. Newcomers to the program included:

William H. Luers, Deputy Assistant Secretary for Interamerican Affairs, Department of State. The articulate and thought-provoking Luers set many of the students on edge when he suggested that the CIA intelligence product does not have a major impact on policymaking, and that foreign policy will be increasingly related to U.S. economic needs.

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Class Evaluations

1. Eighty-nine percent of the students submitted brief comments after the first week, and eighty percent completed the written evaluation at the end of the course. The final evaluation requested numerical ratings of the overall conduct of the course and of the degree to which the three major objectives were satisfied. These ratings, based on a scale of 1 (slight) to 7 (highly satisfactory) were:

Overall	- 5.3
Objective 1	- 5.4
Objective 2	- 4.9
Objective 3	- 5.1

2. To supplement their general critiques, class members were asked to list three or more specific sessions and/or general subjects that were a) most useful given their professional needs, b) least responsive to their professional needs, and c) that were not included but would have been helpful. Over half of the students stated that information regarding Agency organization and/or the Intelligence Community was most useful to them; seven listed the area studies on the PRC and the USSR; five specified the Central Reference Service lecture; and the lectures covering Equal Employment Opportunity and operational techniques were each listed by four of the students. In contrast, five students found the sessions on operational techniques to be least useful to their needs - only one of those students is from the Operations Directorate. The Department of State speaker, the OTR Guest Speaker Program, and the NIO representative were placed in the "least useful" category by three students each. The student suggestions regarding what they feel they missed in the course indicate a need for information on the basic services offered by the administrative offices. For example, four students would have liked to have heard from the Office of Security, and three (many more mentioned this verbally) noted that the Office of Medical Services was excluded.

3. Favorable comments were received on many of the speakers. The Operations Directorate speakers and those discussing the Soviet and China

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Recommendations

Nearly all staff members who have participated in IWA over the past two years will join the probable future chairmen in late March for a conference. Major changes in course content, objectives, methods, and administration will then be contemplated.

Staff

STAT who participated in IWA for the first time, served

25X1A

very effectively as Assistant Chairman, and Chairman during the second week when [] was absent from the course. [] handled her Training Assistant duties in her usual competent way.

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Attachments:
Schedule
Roster

INTELLIGENCE IN WORLD AFFAIRS
Course #5-76

26 January - 13 February 1976

Room 902
Chamber of Commerce Building

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

Staff

25X1A



Chairman

Training Assistant

INTELLIGENCE IN WORLD AFFAIRS

Course Objectives

A member of the Intelligence in World Affairs course is expected to:

1. Gain a basic understanding of CIA, its organization and functions, and a general grasp of other elements in the Intelligence Community;
2. Become familiar with the fundamentals of intelligence and the relationship of the intelligence process to US foreign policy;
3. Acquire a limited degree of knowledge about important operational and analytical factors, significant problems of intelligence concern, and key intelligence targets in the world.

INTELLIGENCE IN WORLD AFFAIRS #5-76

26 January - 13 February 1976

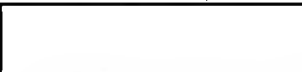
FIRST WEEK

Monday, 26 January

0830 - 0915 Quiz in Intelligence Knowledge

This self-assessment quiz is designed to assist you in detecting gaps in your knowledge of intelligence and world affairs and to aid the faculty in planning to meet the needs of new professional employees. The quiz will be given again at the end of the course.

0915 - 0945 Introduction to the Course



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Intelligence Institute
Office of Training

The IWA Course Staff will discuss course objectives and structure and will outline administrative procedures.

0945 - 1045

Readings in Intelligence

1. The National Security Council System (Tab B)
2. List and Summary of National Security Council Intelligence Directives (SECRET) (Tab A)
3. Study Guide - "The U.S. Intelligence Community (SECRET)(Tab A)

1045 - 1130

Class Introductions

Class and Faculty

1130 - 1230

Lunch

Monday, 26 January (continued)

1230 - 1345

The U.S. National Security
System: Foreign Policy and
Intelligence Support

Intelligence Institute
Office of Training

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What is the relationship between foreign policy and national security affairs? What is the role of the President, the Executive Departments and Agencies, and the Congress in decision-making for national security? The speaker discusses how the National Security Council and its related groups and staffs function in an overall system to confront foreign policy problems. He also discusses the Director of Central Intelligence in his key roles as intelligence advisor, coordinator of U.S. foreign intelligence, and producer of national intelligence as head of CIA.

1400 - 1500

Discussion Groups: What do I want
to know about CIA?

Members of the class will meet in small groups to share views of the images of CIA they brought into the Agency and the questions they would like to have answered in this course about the structure, missions, and administration of the Agency.

1515 - 1600

Reporting Session

The class will meet briefly to exchange information on the preceding small group meetings.

Tuesday, 27 January

0900 - 0945

Readings

1. Study Guide "The Organization of CIA" (Tab A)
2. "National Intelligence Officers,"
- 3 October 1973 (Tab A)
3. Committees of the USIB (SECRET) (Tab A)

0945 - 1045

The Missions and Functions
of CIA

[redacted]
Intelligence Institute
Office of Training

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25X1A [redacted] will examine CIA's role in the collection and analysis of positive foreign intelligence. He will survey overt and covert means of collection and will describe the broad areas of "finished intelligence" production - political, biographic, economic, military, scientific, and technical. The responsibilities of the four CIA Directorates for these functions and for related research and development activities will be explained.

1100 - 1200

The National Intelligence
Officer

[redacted]
National Intelligence
Officer for the Far
East and Pacific

25X1A

One of the means used by the Director of Central Intelligence to coordinate the Intelligence Community is the appointment of National Intelligence Officers (NIOs) charged with responsibility for specific geographic or functional areas. The speaker will explain how an NIO works as the personal representative of the DCI to establish informal contacts across agency and departmental lines and to provide coordinated responses to the requirements of policymakers.

1200 - 1315

Lunch

THE WORK OF CIA: COLLECTION

1315 - 1430

Imagery

[redacted]
Director, Imagery
Analysis Service

25X1

The contribution to intelligence of aerial photography and other imagery will be the subject of this lecture. The speaker will explain the way in

Tuesday, 27 January (continued)

which the tasks of imagery exploitation have been allocated within the Intelligence Community and the distinct functions of the Imagery Analysis Service (IAS) and the National Photographic Interpretation Center (NPIC). Vugraphs will be used to demonstrate the arts of the photo interpreter and his contribution to analysis as well as to collection.

1445 - 1545

Scientific and Technical
Intelligence

Analyst, Office of
Scientific Intelligence

25X1A

Much of the progress in intelligence in recent years has been through technical innovation. Our speaker will review the major methods by which technical and scientific intelligence are collected and comment on their contributions to intelligence production. He will provide a brief overview of the varied responsibilities of the Directorate of Science and Technology.

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SECOND WEEKMonday, 2 FebruaryTHE WORK OF CIA: PRODUCTION

0845 - 0915 Readings in Intelligence
 1. Ray S. Cline, "Policy Without
 Intelligence" (Tab C)
 2. Excerpts from Marvin and
 Bernard Kalb, Kissinger (Tab C)


0915 - 1015 Current Intelligence


 Directorate of
 Intelligence

25X1A

A career OCI officer of the Directorate of Intelligence (DDI) will discuss the various means by which CIA draws together information of immediate, if sometimes ephemeral, significance; sifts it, analyzes it, processes it, and gets it to the people who may use it in policy formulation on a timely basis each day.

1030 - 1130 Economic Intelligence and Oil


 Branch Chief
 Office of Economic
 Research

25X1A

CIA has long played a role in the analysis and production of economic intelligence. Developments of recent years have led to major changes in the nature and range of that effort. The speaker will note the impact of these changes in describing the work of the Office of Economic Research. He will use international oil development to exemplify the work of economic intelligence analysis and production.

1130 - 1230 Lunch

1230 - 1330 Film: "Who Owns the Seas?"

This film, produced by the Canadian Broadcasting Corporation in 1972, presents graphically some of the issues discussed in the lecture to follow.

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Tuesday, 3 February (continued)

1515 - 1610 Film: "Siberia"

The geographic vastness and extensive resources of the Soviet Union are shown through this photographic look at Siberia. The effort of the regime to stimulate economic and population growth is described and some of the related problems are discussed.

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Thursday, 5 February

0830 - 0900

Readings

1. NIS General Survey: "People's Republic of China," pp. 1-11, 95-109, 125-32, 203-9 (SECRET) (located in the safe in Rm. 902)
2. "People's Republic of China," from Issues in United States Foreign Policy, Department of State, Publication No. 4 (to be distributed)

0900 - 1000

The International Communist Movement

 Intelligence Institute
Office of Training

25X1A

For over half a century there has been a special relationship between the Communist Party of the Soviet Union and the Communist parties throughout the world. We look at these parties, at the theoretical concept of an international movement and at the actual status of relationships today.

TARGETS OF INTELLIGENCE: THE PRC

1015 - 1135

Film: "China: The Revolution Revisited"

A TV color documentary on modern Chinese history, with a commentary by Theodore White, this film provides insight into the development of China and the present Chinese regime.

1135 - 1245

Lunch

1245 - 1430

China and the Chinese Political System

25X1A

After a discussion of the previous film an assessment will be made of the nature of the Chinese revolution. This will be followed by an outline of the general political system within the People's Republic and a discussion of the current situation with stress on the relationships among various power groups and personalities.

S-E-C-R-E-T

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Thursday, 5 February (continued)

1445 - 1545

Film: "People's Commune" and
Commentary

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This film of rural life in modern China was produced in 1972 by Felix Greene, a long-time admirer of the Communist regime in China.

Friday, 6 February

0830 - 0900 Readings (continued)

0900 - 1000 The Economy of the PRC

[REDACTED]
Office of Economic
Research

25X1A

The speaker will review the objectives of the leaders of the PRC in the area of economic development and will note the assets and liabilities facing them. He will outline the main approaches to economic development in agriculture and in industry and summarize accomplishments to date. Methods employed by the Communist leaders will be described. An attempt will be made to assess the prospects for the future.

1015 - 1145 China: Reflections Past
and Present

Howard E. Sollenberger
Director, Foreign
Service Institute,
Department of State

A life-long student of Chinese language and culture, who served in China for several years prior to 1949, our guest was one of the many official and private Americans who returned to visit China after the reestablishment of links between the United States and China during the Nixon Administration. Mr. Sollenberger will reflect on the patterns and the problems presented to the intelligence officer in analyzing Chinese affairs.

1145 - 1315 Lunch

1315 - 1415 PRC: Foreign Policy

[REDACTED]

25X1A

Following a brief review of the key ingredients in the foreign policy of the PRC over the last quarter century, the lecturer will examine the current foreign policy of the PRC and note some of the key issues facing China in the coming years.

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Tuesday, 10 February (continued)

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will review the extent to which there has been a shift away from democratic government in various parts of the world, discuss the general and specific reasons for these changes, and speculate on the implications of these changes for the international system and U.S. foreign policy.

S-E-C-R-E-T

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Wednesday, 11 February

0900 - 0910 Film: "Japan's Red Army"

This newsreel, which reviews briefly some of the major events in the history of terrorism by Japan's "Red Army," sets the stage for the discussion of terrorism to follow.

0910 - 1030 Terrorism as an Intelligence
Target

[redacted]
Operations Officer
Operations Directorate

25X1A

The speaker will review transnational terrorist activity in the world today and the Agency's focus on it as an intelligence target.

1045 - 1145 Political Consequences of
Nuclear Proliferation

[redacted]
Acting Branch Chief
Office of Scientific
Intelligence

25X1A

The countries that have or are capable of building atomic weapons are growing. These weapons are increasingly accessible to irresponsible groups including terrorists. The hidden threat of use of atomic weaponry is becoming a fact of political power for countries and forces that might otherwise not be significant factors on the international scene. A member of the Office of Scientific Intelligence will discuss the political consequences of nuclear proliferation.

1145 - 1315 Lunch (and optional film: "Future Shock")

1315 - 1400 Readings
Part I of the Rockefeller
Commission Report (to be
distributed)

1400 - 1600 A Cross-Cultural Commentary James Bostain, Lecturer,
Foreign Service Institute

For the remainder of the afternoon we switch from problems of intelligence to problems of communication and the question of cross-cultural understanding.

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S-E-C-R-E-T

Thursday, 12 February

Administrative Display

The Bulletin Board in Room 902 today will display copies of Agency communications of particular interest to employees. The display will include copies of Employee Bulletins, sample letters of instruction and fitness reports, sample vacancy notices, Headquarters regulations, the Office of Training catalogue, etc. Please ask the course staff any questions you may have about this display.

0900 - 1015 Personnel Management in CIA

[Redacted]
Chief, Review Staff
Office of Personnel

25X1A

A representative of the Office of Personnel will comment on current trends in the Agency's approach to personnel management, especially recent changes in the career service structure and the impact of "management by objectives" in the area of personnel administration.

1030 - 1130 The Freedom of Information and
Privacy Acts

Gene Wilson
Chief, Information
and Privacy Staff

The Freedom of Information Act and the more recent Privacy Act have already had considerable impact on the working methods and procedures of Government agencies, including CIA. Our speaker will examine the purposes and requirements of the Acts and will explore some of the problems they raise for management and personnel in the future.

1130 - 1200 Reading (continued)

1200 - 1315 Lunch

1315 - 1415 The Administration of
Intelligence

[Redacted]
Executive Officer
Administration
Directorate

25X1A

The Executive Officer of the Directorate of Administration will survey the Agency's extensive support services. He will discuss major administrative problems facing CIA and the ways in which the Agency is seeking to handle them.

S-E-C-R-E-T

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Thursday, 12 February (continued)

1430 - 1530

Equal Employment
Opportunity in CIA

Omego J.C. Ware
Director, Equal
Employment Opportunity,
Office of the DCI

The Director of Central Intelligence is firmly committed to achieving equal employment opportunity for all CIA employees. During this session our speaker will present the record of minority employment in CIA, discuss the goals established by the DCI for raising the level of minority employment, and describe the measures by which the Agency is seeking to reach its goals.

Friday, 13 February

0900 - 1030 Working Level Views of Panel of IWA Members
 the Agency

A panel chosen from the members of this class and representing diverse components will discuss their experiences to date as CIA employees, the kinds of assignments they have been given, and how their assignments relate to their personal career plans. They are encouraged to offer candid commentary on their Agency experiences and the opportunities and problems they foresee in pursuing a career here.

1045 - 1130 Repeat of Intelligence Quiz and Critique

1130 - 1330 Lunch

1330 - 1400 Written Evaluations

1400 - 1515 A Career in Intelligence

Chief, Services
Staff, Operations
Directorate

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Our speaker, whose career in the Agency has spanned all four Directorates, will comment on the kind of professionalism that service in an intelligence organization requires.

1530 - 1600 Oral Evaluation and
 Final Administration

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